

**MASSACHUSETTS DEPARTMENT OF CORRECTION**

**POSITION CLASSIFICATION**

**103 DOC 205**

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<b>MASSACHUSETTS DEPARTMENT OF CORRECTION</b>	<b>DIVISION: ADMINISTRATION</b>
<b>TITLE: POSITION CLASSIFICATION</b>	<b>NUMBER: 103 DOC 205</b>

**PURPOSE:** To establish Department of Correction ("Department") policy concerning position classification.

**REFERENCES:** M.G.L., c. 124, § 1 (c) and (q).

**APPLICABILITY:** Staff.

**PUBLIC ACCESS:** Yes

**LOCATION:** Department's Central Policy File  
Deputy Commissioner's of Administrative Services' Policy File  
Each Institution's Policy File  
Department's Personnel Policy Manual  
Each Inmate Library

**RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY:**

- Deputy Commissioner of the Administrative Services Division
- Assistant Deputy Commissioners
- Superintendents and Division Heads

**EFFECTIVE DATE:** 12/15/13

**CANCELLATION:** 103 DOC 205 cancels all previous Department policy statements, bulletins, directives, orders, notices, rules or regulations regarding position classification which are inconsistent with this policy.

**SEVERABILITY CLAUSE:** If any part of 103 DOC 205 is, for any reason, held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.

## **205.01      DEFINITIONS**

Appointing Authority:      The Commissioner of Correction.

Chief Human Resources Officer: the personnel administrator of the Human Resources Division within the Executive Office for Administration and Finance.

Class: A group of positions forming part of the classified service of the Commonwealth established by M.G.L. c. 30 §§ 45 to 50, inclusive and sufficiently similar in respect to duties and responsibilities that the same descriptive title may be used to designate all positions allocated to the class, the same general entrance qualifications may be required of incumbents of positions in the class, the same general tests of fitness may be used to choose qualified employees, and the same schedule of pay may be made to apply under the same or substantially the same employment conditions.

Class Specification:      An official description of the characteristics, duties, responsibilities and qualification requirements of a class.

Classification Plan: All classes that have been established for an agency, and the procedures utilized to maintain the plan and specification maintenance.

Collective Bargaining Agreement: The contract which applies to an employee's bargaining unit.

Collective Bargaining Unit: One (1) of eleven (11) statewide units, established by the Commonwealth's Labor Relations Commissioner, into which state employees with similar work responsibilities/related job functions represented by a union are grouped for purposes of collective bargaining.

Commissioner of Correction: Administrative head of the Department with duties and responsibilities as set forth in M.G.L. c. 124 § 1.

Management Employee: An employee so designated in accordance with the provisions of M.G.L., c. 150E who (a) participates to a substantial degree in formulating or determining policy, or (b) assists to a substantial degree in preparation for the conduct of collective bargaining, or (c) has substantial responsibility, not initially in effect, in the administration of collective

bargaining agreements or in Personnel Administration. A management employee is not included in a bargaining unit.

Occupational Group: A job group into which related non-management position classes were placed for purposes of the Statewide Classification Study. For example, Occupational Group 01 - Police, Guard and Correctional Institution Management included such titles as Correction Officer, Senior Correction Officer and Supervising Correction Officer (now Correction Officer I, II and III).

Specification: a description of the characteristic duties and requirements of a single class.

## **205.02 GENERAL POLICY ON POSITION CLASSIFICATION**

1. Pursuant to M.G.L., c. 30, § 45(1) the Commonwealth's Chief Human Resources Officer is required to classify all positions in state government with the exception of those positions specifically exempted by said section.
2. This classification process involves the following functions, which are performed by the Chief Human Resources Officer:
  - a. He/she must ascertain and record the duties, responsibilities, organizational relationships and qualifications for and other significant characteristics of each position.
  - b. He/she must group into single classes all such, regardless of agency or geographical location, which are substantially alike in the duties, responsibilities, organizational relationships, qualifications, and other significant characteristics.
  - c. For each class he/she must establish specifications which shall include (i) an appropriate descriptive title and code number for the class, which shall be the official title of all positions in the class and shall be set forth on all payrolls by name or code, and (ii) the common features of the duties, responsibilities and

organizational relationships of, qualifications for, and other significant characteristics of all offices and positions in the class.

d. He/she may periodically establish new position classes and alter, divide, combine or abolish existing classes.

3. All job specifications established by the Chief Human Resources Officer are open to public inspection in the files of the Massachusetts Human Resources Division (HRD). In addition, he/she must furnish each appointing authority (e.g., Commissioner of Correction) with copies of such specifications for all positions in his/her agency.

#### **205.03 EXPERIENCE AND EDUCATION SUBSTITUTES FOR POSITION QUALIFICATION**

1. Pursuant to M.G.L., c. 31, § 21 the Chief Human Resources Officer "...may establish educational requirements and alternatives thereto, in addition to the education requirements established by statute, as pre-requisites for appointment to any civil service position...."
2. Based on the foregoing, the Chief Human Resources Officer has established written experience and education substitutes for many, although not all, positions subject to his/her jurisdiction.

#### **205.04 DECENTRALIZATION AND DELEGATION**

1. Decentralization and delegation is the Commonwealth's two-part classification program.
2. Decentralization provides a process by which state agencies such as the Department may fulfill their responsibility for keeping the state's classification plan current. The process includes the following:
  - a. The development and maintenance of agency organization charts.

- b. The development and maintenance of position descriptions containing current and accurate information relative to the duties of all positions in the agency. These position descriptions consist of the following:
    - i. Position Description, Form 30 for all non-management positions (see Attachment A).
    - ii. Management Questionnaires (MQs), effective December 3, 1998, for new management functions; management positions that have never been evaluated; management positions for which there are no previous Management Position Description Questionnaires ("MPDQ") or evaluation scores; or management positions that have undergone considerable significant changes (see Attachment B).
  - c. The periodic and systematic review of jobs by agency supervisors and Division of Human Resources (DHR) staff members in order to identify any significant changes in jobs, which may impact on proper position classification.
  - d. The making of recommendations to the HRD regarding the proper classification of positions in which changes have occurred.
3. Delegation is a program under which certain personnel functions, which previously required the prior approval of the HRD (e.g., in lieu appointments, staffing changes, approving professional and management recruitment rates, classification maintenance actions, and classification appeals), are delegated to state agencies. Delegation provides state agencies with greater flexibility in making personnel decisions.

**205.05      THE MANAGEMENT CLASSIFICATION PLAN**

1.    HRD initiated a Statewide Classification Study of all positions under its jurisdiction in 1976. Among the objectives of this study were the following:
  - a.    The proper position classification of employees.
  - b.    The determination of the appropriate knowledge, skills, abilities and minimum entrance requirements for each class of positions.
2.    One phase of this study was a study of all management positions. This study was completed by HRD and Hay Associates, a private consulting firm.
3.    The study was conducted using the Management Position Questionnaire (replaced by the MPDQ, effective February 8, 1989), which had to be completed by each employee in a management position. Individual questionnaires were then subjected to a committee-based job content evaluation procedure undertaken in conjunction with Hay Associates.
4.    On the basis of this evaluation procedure all management employees were reclassified into forty-eight (48) new position titles in the following four new job groupings:
  - a.    Administrator I - XII.
  - b.    Fiscal Officer I - XII.
  - c.    Program Manager I - XII.
  - d.    Program Manager Specialist I - XII.
5.    Provision was also made for salary increases (The Management Pay Plan) based on the relative competitiveness with other northeastern state governments and consistent with collective

bargaining agreements for non-management employees.

It should be noted that these increases were based in part on annual compensation studies conducted by Hay Associates.

6. HRD has the responsibility to conduct annual management salary surveys and make appropriate salary recommendations to the Governor.

#### **205.06 THE STUDY OF NON-MANAGEMENT POSITIONS**

1. The other phase of the Statewide Classification Study was the study of all non-management positions. This phase involved a study of 1600 position classes and was based on the evaluation of questionnaires, which were developed for each of fifty-two (52) occupational groups into which the classes were placed. The questionnaires were based on interviews with a cross section of employees in each classification title included in each occupational group.
2. Analysis of employees' responses to the questionnaires resulted in the establishment of 781 new position classes into which employees were recommended to be placed. New job specifications were also developed for each class.
3. The non-management classification plan was implemented via collective bargaining.

#### **205.07 CLASSIFICATION MAINTENANCE AND APPEALS SYSTEM**

1. HRD has established via the promulgation of Personnel Instruction MS 019, a classification maintenance and appeals system for management and non-management positions.
2. The classification maintenance portion of the system provides a mechanism by which a state agency such as the Department can request the following:



- a. Utilizing the MQ, a review of the job content of an existing management position for the purpose of determining the appropriateness of its placement in the Commonwealth's management classification and compensation system, or the job content of a new management position for the purpose of determining its initial placement in said system.
  - b. Utilizing the Position Description, Form 30, a review of the job content of a non-management position for the purpose of determining the appropriateness of the position's placement in the Commonwealth's classification system.
3. The appeals portion of the system provides a mechanism by which a management or non-management employee can appeal the appropriateness of his/her position classification. Review of the content of the MQ for management employees and Position Description, Form 30 for non-management employees plays a major role in determining the appropriateness of an appellant's position classification.
4. Personnel Instruction MS 019, which is available in the DHR, may be consulted for additional information.

## Attachment A

POSITION DESCRIPTION, Form 30 Commonwealth of Massachusetts		JOB TITLE CODE		
1. POSITION TITLE		AGENCY		
2. ACCOUNT/AGENCY CODE	POSITION NO.	SALARY		DATE PREPARED
3. GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES				
4. SUPERVISION RECEIVED (Name and title of person from whom incumbent receives direction)				
5A. DIRECT REPORTING STAFF		5B. THEIR STAFF		
6. DETAILED STATEMENT OF DUTIES AND RESPONSIBILITIES				

(over)

7. QUALIFICATIONS REQUIRED AT HIRE (List knowledges, skills, abilities)
8. QUALIFICATIONS ACQUIRED ON JOB (List knowledges, skills, abilities)
9. MINIMUM ENTRANCE REQUIRMENTS
10. LICENSE AND/OR CERTIFICATION REQUIRMENTS
REMARKS:

SIGNATURE OF APPOINTING AUTHORITY	TITLE
AGENCY	PREPARED BY
INITIALS OF INCUMBENT	INITIALS OF SUPERVISOR
DATE	DATE

Attachment B

**COMMONWEALTH OF MASSACHUSETTS  
HUMAN RESOURCES DIVISION  
MANAGEMENT QUESTIONNAIRE (MQ)**

**To be used for: a new managerial function; a managerial position that has never been evaluated; a managerial position for which there is no previous MQ or evaluation score; or, a managerial position which has undergone considerable significant change.**

**To be completed by incumbent and supervisor**

Agency: \_\_\_\_\_

Your Name: \_\_\_\_\_ Your Official Title: \_\_\_\_\_

Your Supervisor's Name: \_\_\_\_\_ Your Supervisor's Title: \_\_\_\_\_

Your Signature: \_\_\_\_\_ Your Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

*The effective date of the new evaluation will be the Sunday preceding the date that HRD receives **complete** documentation. Please attach MPRS forms for both current and prior fiscal years.*

**To be completed by Agency HR Department:**

Maintenance Request \_\_\_\_\_ Individual Appeal Request \_\_\_\_\_

Appropriation Number: \_\_\_\_\_ Position Number: \_\_\_\_\_

Functional Title: \_\_\_\_\_

Current Management Grade Level: \_\_\_\_\_ Requested Grade Level: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Fax: \_\_\_\_\_

**To be completed by HRD:**

**Date Received:** \_\_\_\_\_ **Evaluation Date:** \_\_\_\_\_

**1. POSITION SUMMARY**

Briefly summarize what you do and describe how what you do contributes to your agency's mission.

## 2. MAJOR RESPONSIBILITY AREAS

In the boxes below, **in order of importance**, (most important first) list brief statements which describe what you do. In the right-hand column, list the percentage of your time spent on these tasks. (Total percentage should equal 100%.)

What do you do?	Percentage of Time
1.	
2.	
3.	
4.	
5.	
6. Other duties, as assigned.	

## 3. PRINCIPAL PROBLEMS AND CHALLENGES

Describe the most difficult or complex problems and the major challenges you face in performing your job. Describe only those which are the most critical to fulfilling the major responsibilities noted in Section 2. (Give specific examples).

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**4. DECISION MAKING AUTHORITY**

Please give examples of decisions you are expected to make, recommendations you are expected to propose and decisions/recommendations that you delegate to your staff.

**DECISIONS YOU MAKE****RECOMMENDATIONS YOU PROPOSE****DECISIONS THAT YOU DELEGATE TO STAFF****5. SUPERVISION EXERCISED**

Please list the titles and functions of your direct reporting staff. List the number of employees in each of your reporting staff's units.

Titles	Function	No. of Employees
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**6. DIRECTION, GUIDANCE AND SUPPORT RECEIVED**

What is the nature of the direction, guidance and support which others in the organization provide you to ensure the achievement of your objectives? What positions (other than your direct supervisor) functionally review the quality of work you perform and what is the nature of that review?

**7. WORKING RELATIONSHIPS**

List the titles of individuals, departments and organizations over which you have functional supervision , or, with which you have the most frequent contact. Include contacts both inside and outside the agency. Briefly describe the nature or purpose of these contacts.

**8. SERVICE DELIVERY**

Please describe the nature of your contacts with clients, patients, inmates, residents, constituents or the general public. Please describe the general physical and psycho-social condition of those individual for whom you provide services.

## 9. DIMENSIONS

List all significant statistical data that will provide an indication of the size of the area upon which your position has impact. Use annual figures for current fiscal year.

**Annual** Agency/Department Budget: \$ FY:

**Annual** Budget Dollars You Directly Manage: \$  
Explain:

**Annual** Budget Dollars You Indirectly Manage: \$

Check block(s) and show total dollar amounts for each applicable category:

\_\_\_\_\_ Flow Through Program Dollars: \$  
Explain:

\_\_\_\_\_ Dollars Regulated: \$  
Explain:

\_\_\_\_\_ Benefits Disbursed: \$  
Explain:

\_\_\_\_\_ Other: \$  
Explain:

## 10. PREFERRED QUALIFICATIONS

### A. Knowledge, Skills and Abilities

Describe the critical and typical knowledge, skills and abilities you believe are necessary to perform this job at a minimally acceptable level of competence.

### B. Experience Necessary

If you were selecting a person to fill this position, what minimum background (experience and/or education) do you believe would be required? Also list any special requirements such as licenses or certificates that incumbents would have to possess at the time of hire.



**11. ADDITIONAL INFORMATION**

Briefly, explain any aspect of your position which you feel has not been adequately covered by the previous questions and which you feel is important in understanding your position (use additional paper if necessary). Please attach any work products that you feel are particularly illustrative of your duties and responsibilities.

**12. FOR SUPERVISOR**

**Are the employee' s statements in response to all questions complete and accurate?**

\_\_\_\_\_ **YES**

\_\_\_\_\_ **NO**

If no, please explain.

Supervisor' s signature: \_\_\_\_\_

Date: \_\_\_\_\_

HRD - June, 1998

## **GUIDE TO COMPLETING THE MANAGEMENT QUESTIONNAIRE (MQ)**

The MQ should be used in evaluating: a new managerial function; a managerial position that has never been evaluated; a managerial position for which there is no previous MQ or evaluation score; or, a managerial position which has undergone considerable significant change.

This Guide is designed to assist you in completing the Management Questionnaire (MQ). The completed Questionnaire will serve as a basis for evaluating your current position. It is extremely important that you describe your position in ***clear, concise*** language so that someone unfamiliar with your position may understand what you do and how your job fits into your agency's organization.

Please read the MQ completely before filling it out. Please review it with your supervisor so that you both agree on the duties, responsibilities and accountabilities of your position, since both you and your supervisor must sign-off on the questionnaire to indicate agreement with the information supplied.

### **1. POSITION SUMMARY**

Briefly describe the basic purpose/function of your position. Please focus on what you are expected to accomplish over time and the impact you are expected to have on your department's goals, objectives and statutory mandates.

### **2. MAJOR RESPONSIBILITIES**

List, ***in order of importance***, the responsibilities of your position and the percentage of your total work time that each requires. Most positions typically involve between four and seven major responsibilities. Try to combine responsibilities into related groups. Please estimate the percentage of time spent on each of these responsibilities. (Total percentage should equal 100%.)

### **3. PRINCIPAL PROBLEMS AND CHALLENGES**

Describe the major challenges/problems you encounter on a regular basis in your position. Examples might include:

- ☐ technical complexity of your assignments
- ☐ multiple ongoing projects with competing deadlines
- ☐ types of problems you resolve

This section should correspond to the Major Responsibility Areas you described in Section 2.

### **4. DECISION MAKING AUTHORITY**

Your answer should reflect the extent of authority in your position: the decisions you make, the recommendations you propose, and the decisions you delegate to others. Please provide specific examples.

### **5. SUPERVISION EXERCISED**

List the titles of your direct reporting staff along with their functions and the number of employees for which each staff member has responsibility.

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**6. DIRECTION, GUIDANCE AND SUPPORT RECEIVED**

Describe the direction, guidance and support you receive from others in your organization that enable you to carry out your job responsibilities. List those individuals, other than your supervisor, who review your work for quality and productivity.

**7. WORKING RELATIONSHIPS**

List those individuals, departments, organizations, both inside and outside of your agency, with which you have frequent contact. Briefly describe the nature or purpose of these contacts.

**8. SERVICE DELIVERY**

Describe the nature of your contacts with clients, inmates, residents, constituents and the general public. Please include the general physical and psycho-social condition of your customers.

**9. DIMENSIONS**

List the statistical data describing the dimensions of your current position. This will serve as a basis for measuring the size of the impact your position has on service delivery in your agency and in the state, as a whole. Please use annual figures for the current fiscal year.

**Annual Agency/Department Budget:**

Total agency budget and current fiscal year.

**Annual Budget Dollars You Directly Manage:**

Annualized costs under direct control of your position.

**Annual Budget Dollars You Indirectly Manage:**

Annualized costs under direct control of another position that you supervise.

**Flow Through Program Dollars:**

Money appropriated from one agency budget to fund a program for another agency, or a grant appropriated by the legislature to be administered by one agency according to terms of the grant.

**Benefits Disbursed:**

Money disbursed from an agency to individuals through a program at that agency.

**Dollars Regulated:**

Money regulated by an agency.

**Other:** any other cost not defined above.

**10. PREFERRED QUALIFICATIONS**

- A. List the most important skills, abilities and knowledge for performing your job.
- B. Describe the minimum background (education, experience) that you believe should be required to perform this job. Please include any special certification/license requirements.

**11. ADDITIONAL INFORMATION**

Briefly provide any additional facts which are essential for understanding the nature, scope and purpose of your position. You may attach pertinent examples of your work.

**12. FOR SUPERVISOR**

This section is to be given to your supervisor upon your completion of the questionnaire.